

Auditing Procedures Report

Issued under P.A. 2 of 1968, as amended and P.A. 71 of 1919, as amended.

Local Unit of Government Type <input type="checkbox"/> County <input type="checkbox"/> City <input checked="" type="checkbox"/> Twp <input type="checkbox"/> Village <input type="checkbox"/> Other		Local Unit Name Armada Township	County Macomb County
Fiscal Year End March 31, 2008	Opinion Date June 17, 2008	Date Audit Report Submitted to State June 17, 2008	

We affirm that:

We are certified public accountants licensed to practice in Michigan.

We further affirm the following material, "no" responses have been disclosed in the financial statements, including the notes, or in the Management Letter (report of comments and recommendations).

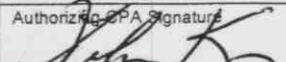
YES NO

Check each applicable box below. (See instructions for further detail.)

1. ☒ ☐ All required component units/funds/agencies of the local unit are included in the financial statements and/or disclosed in the reporting entity notes to the financial statements as necessary.
2. ☒ ☐ There are no accumulated deficits in one or more of this unit's unreserved fund balances/unrestricted net assets (P.A. 275 of 1980) or the local unit has not exceeded its budget for expenditures.
3. ☒ ☐ The local unit is in compliance with the Uniform Chart of Accounts issued by the Department of Treasury.
4. ☒ ☐ The local unit has adopted a budget for all required funds.
5. ☒ ☐ A public hearing on the budget was held in accordance with State statute.
6. ☒ ☐ The local unit has not violated the Municipal Finance Act, an order issued under the Emergency Municipal Loan Act, or other guidance as issued by the Local Audit and Finance Division.
7. ☒ ☐ The local unit has not been delinquent in distributing tax revenues that were collected for another taxing unit.
8. ☒ ☐ The local unit only holds deposits/investments that comply with statutory requirements.
9. ☒ ☐ The local unit has no illegal or unauthorized expenditures that came to our attention as defined in the *Bulletin for Audits of Local Units of Government in Michigan*, as revised (see Appendix H of Bulletin).
10. ☒ ☐ There are no indications of defalcation, fraud or embezzlement, which came to our attention during the course of our audit that have not been previously communicated to the Local Audit and Finance Division (LAFD). If there is such activity that has not been communicated, please submit a separate report under separate cover.
11. ☒ ☐ The local unit is free of repeated comments from previous years.
12. ☒ ☐ The audit opinion is UNQUALIFIED.
13. ☒ ☐ The local unit has complied with GASB 34 or GASB 34 as modified by MCGAA Statement #7 and other generally accepted accounting principles (GAAP).
14. ☒ ☐ The board or council approves all invoices prior to payment as required by charter or statute.
15. ☒ ☐ To our knowledge, bank reconciliations that were reviewed were performed timely.

If a local unit of government (authorities and commissions included) is operating within the boundaries of the audited entity and is not included in this or any other audit report, nor do they obtain a stand-alone audit, please enclose the name(s), address(es), and a description(s) of the authority and/or commission.

I, the undersigned, certify that this statement is complete and accurate in all respects.

We have enclosed the following:	Enclosed	Not Required (enter a brief justification)	
Financial Statements	<input checked="" type="checkbox"/>		
The letter of Comments and Recommendations	<input checked="" type="checkbox"/>	Communication with Those Charged with Governance.	
Other (Describe)	<input type="checkbox"/>		
Certified Public Accountant (Firm Name) Lehn L. King, C.P.A.		Telephone Number 989-635-3113	
Street Address 3531 Main Street		City Marlette	State MI
		Zip 48453	
Authorizing CPA Signature 		Printed Name Lehn L. King, C.P.A.	License Number A248781

Township of Armada

Macomb County, Michigan

Audited Financial Report
March 31, 2008

Lehn L. King

Certified Public Accountant
Marlette, Michigan

Township of Armada
Annual Financial Report
For The Fiscal Year Ended March 31, 2008

Table of Contents

**Page
Number**

I. Independent Auditor's Report	1
II. Management's Discussion & Analysis (Required Supplementary Information)	MDA 1-3
III. Basic Financial Statements	
Government-wide Financial Statements:	
Statement of Net Assets.....	2
Statement of Activities.....	3
Fund Financial Statements:	
Government Funds	
Balance Sheet	4
Reconciliation of Fund Balances to the Statement of Net Assets.....	5
Statement of Revenue, Expenditures, & Changes in Fund Balance.....	6
Reconciliation of the Statement of Revenue, Expenditures, & Changes In Fund Balances of Governmental Funds to the Statement of Activities.....	7
Fiduciary Funds	
Statement of Net Assets.....	8
Notes to Financial Statements.....	9-15
IV. Required Supplemental Information	16
Budgetary Comparison Schedule	
General Fund.....	17
Major Special Revenue Funds	18-20

LEHN L. KING

CERTIFIED PUBLIC ACCOUNTANT

3531 MAIN STREET
MARLETTE, MICHIGAN 48453

Phone 989-635-3113

Fax 989-635-5580

Members of the Township Board

Armada Township

Macomb County, Michigan

Independent Auditor's Report

I have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Township of Armada, Michigan as of and for the year ended March 31, 2008, which collectively comprise the Township's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Township of Armada, Michigan's management. My responsibility is to express opinions on these financial statements based on my audit.

I conducted the audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that the audit provides a reasonable basis for my opinions.

In my opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Township of Armada, Michigan as of March 31, 2008, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended, in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis, and the budgetary comparison schedules, as identified in the table of contents, are not a required part of the basic financial statements but are supplemental information required by the Governmental Accounting Standards Board. I have applied certain limited procedures, which consisted principally of inquiries of management, regarding the methods of measurement and presentation of the required supplemental information. However, I did not audit the information and express no opinion on it.

The Audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Township of Armada, Michigan's basic financial statements. The accompanying other supplemental information, as identified in the table of contents, is presented for the purpose of additional analysis and is not a required part of the basic financial statements. The other supplemental information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in my opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

As described in Note 1, the Township implemented a new financial reporting model, as required by the provisions of GASB Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments*, and related statements, as of April 1, 2004.

Lehn King

Lehn L. King

Certified Public Accountant

June 17, 2008

Township of Armada

Armada, Michigan

MANAGEMENT'S DISCUSSION AND ANALYSIS LETTER

Our discussion and analysis of the Township of Armada's financial performance provides an overview of the Township's financial activities for the fiscal year ended March 31, 2008. Please read it in conjunction with the Township's financial statements.

Financial Highlights

The Township is in a good financial position with a General Fund Balance of \$946,106.

Using this Report

This annual report is presented in a format consistent with the presentation requirements of the Governmental Accounting Standards Board (GASB) Statement No.34. GASB Statement 34 implements a new model of financial reporting for state and local governments designed to enhance the usefulness of the Township's annual report.

The Township as a Whole

The Township of Armada's fund balances are as follows:

	<u>March 31,</u> <u>2008</u>	<u>March 31,</u> <u>2007</u>
General Fund	\$ 946,105	\$ 974,969
Fire Fund	480,977	681,681
Improvement Revolving Fund	246,040	244,041
Skate Park Fund	244	243
Total for Township	<u>\$ 1,673,366</u>	<u>\$ 1,900,934</u>

Township of Armada

Armada, Michigan

Governmental Activities

The Township of Armada's Revenues and Expenditures can be summarized as follows:

	<u>General Fund</u>	<u>Fire Fund</u>	<u>Revolving Improvement Fund</u>	<u>Skate Park Fund</u>	<u>Total Governmental Activities</u>
Fund Balance - Beginning of Year	\$ 974,969	\$ 681,681	\$ 244,041	\$ 243	\$ 1,900,934
Revenue Collected					
Intergovernmental Revenue	256,753	-	-	-	256,753
Property Taxes	176,840	327,858	-	-	504,698
Charges for Services	26,513	204,094	-	-	230,607
Grant Proceeds	28,536	64,719	-	-	93,255
Other	48,424	18,196	1,999	1	68,620
Total Revenue Collected	<u>537,066</u>	<u>614,867</u>	<u>1,999</u>	<u>1</u>	<u>1,153,933</u>
Expenditures					
General Government	264,776	-	-	-	264,776
Public Safety	131,134	382,891	-	-	514,025
Public Works	33,228				33,228
Recreation & Culture	67,578	-	-	-	67,578
Capital Outlay	69,212	432,681	-	-	501,893
Total Expenditures	<u>565,928</u>	<u>815,572</u>	<u>-</u>	<u>-</u>	<u>1,381,500</u>
Fund Balance - End of Year	<u><u>\$ 946,107</u></u>	<u><u>\$ 480,976</u></u>	<u><u>\$ 246,040</u></u>	<u><u>\$ 244</u></u>	<u><u>\$ 1,673,367</u></u>

Township of Armada

Armada, Michigan

Economic Factors and Next Year's Budget and Rates

The Township of Armada's 2008/2009 adopted budget is as follows:

	General Fund		Fire Fund	
	March 31,		March 31,	
	2009	2008	2009	2008
Budgeted Balance Forward	\$ 974,969	\$ 924,288	\$ 395,615	\$ 568,579
Revenue				
Property Taxes	177,727	167,649	327,858	307,729
Intergovernmental Revenue	213,900	210,000	-	-
Charges for Services	40,390	50,500	208,750	130,000
Grant Proceeds	17,695	41,497	60,000	104,800
Other	14,700	36,090	6,000	14,800
Total Funds Available	1,439,381	1,430,024	602,608	1,125,908
Expenditures				
General Government	313,396	400,546	-	-
Public Safety	130,318	123,312	437,701	511,901
Public Works	59,457	107,011	-	-
Parks & Recreation	41,203	87,648	-	-
Capital Outlay	46,000	77,000	165,636	166,000
Total Expenditures	590,374	795,517	603,337	677,901
Budgeted Balance Forward	\$ 1,823,977	\$ 1,558,795	\$ 394,886	\$ 1,016,586

Contacting the Township

This report is designed to provide our citizens, taxpayers, customers and creditors with a general overview of the Township's finances and to demonstrate the Township's accountability for the money it receives. If you have any questions about this report or need additional financial information, contact the Township office at 23121 E. Main Street, Armada, Michigan or by telephone at (586) 784-5200.

Donald Eison
Township of Armada Supervisor

Township of Armada
Statement of Net Assets (Deficit)
March 31, 2008

	<u>Primary Government Governmental Activities</u>
<u>Assets</u>	
Cash & Cash Equivalents	\$ 1,655,950.81
Accounts Receivable	76,138.52
Prepaid Expenses	45,811.57
Due From Other Funds	267,382.50
Capital Assets	
Nondepreciable Capital Assets	285,349.00
Net Depreciable Capital Assets	<u>1,394,524.83</u>
 Total Assets	 3,725,157.23
 <u>Liabilities</u>	
Accrued Wages & Taxes	51,948.67
Accounts Payable	62,016.93
Due To Other Funds	<u>257,950.95</u>
 <u>Total Liabilities</u>	 <u>371,916.55</u>
 Net Assets (Deficit)	
 Invested in Capital Assets - Net of Related Debt	1,679,873.83
Restricted:	
Restricted - Fire Protection	480,976.75
Unrestricted	<u>1,192,390.10</u>
 <u>Total Net Assets (Deficit)</u>	 <u><u>\$ 3,353,240.68</u></u>

The notes are an integral part of the statements.

Township of Armada
Statement of Activities
For the Year Ended March 31, 2008

		Program Revenues			Net (Expense) Revenue & Changes in Net Assets
		Charges for	Operating	Capital	Primary Government
	Expenses	Services	Grants & Contributions	Grants & Contributions	Governmental Activities
<u>Functions/Programs</u>					
Primary Government:					
Governmental Activities:					
General Government	\$ 279,020.33	\$ -	\$ -	\$ -	\$ (279,020.33)
Public Safety	605,550.92	230,606.26	-	93,254.86	(281,689.80)
Public Works	37,623.88	-	-	-	(37,623.88)
Recreation & Culture	72,408.90	-	-	-	(72,408.90)
<u>Total Governmental Activities</u>	<u>994,604.03</u>	<u>230,606.26</u>	<u>-</u>	<u>93,254.86</u>	<u>(670,742.91)</u>
General Revenues:					
Property Taxes					\$ 504,698.27
Intergovernmental Revenues					256,752.88
Interest					53,157.77
Other Revenues					15,462.02
Transfers					-
Total General Revenues, Special Items & Transfers					<u>830,070.94</u>
Change in Net Assets					159,328.03
Net Assets (Deficit) - Beginning of Year					<u>3,193,912.65</u>
Net Assets (Deficit) - End of Year					<u>\$ 3,353,240.68</u>

The notes are an integral part of the statements.

Township of Armada

Balance Sheet
Governmental Funds
March 31, 2008

	General Fund	Fire Fund	Improvement Revolving Fund	Skate Park Fund	Total Governmental Funds
<u>Assets</u>					
Cash & Cash Equivalents	\$ 1,030,551.61	\$ 558,630.58	\$ 66,524.70	\$ 243.92	\$ 1,655,950.81
Accounts Receivable	-	38,052.54	-	-	38,052.54
Property Taxes Receivable	12,392.34	25,693.64	-	-	38,085.98
Grant Receivable	-	-	-	-	-
Prepaid Expenses	30,567.80	15,243.77	-	-	45,811.57
Due From Other Funds	87,866.91	-	179,515.59	-	267,382.50
<u>Total Assets</u>	<u>\$ 1,161,378.66</u>	<u>\$ 637,620.53</u>	<u>\$ 246,040.29</u>	<u>\$ 243.92</u>	<u>\$ 2,045,283.40</u>
<u>Liabilities & Fund Equity</u>					
<u>Liabilities</u>					
Accrued Wages Payable	\$ 15,291.79	\$ 32,175.38	\$ -	\$ -	\$ 47,467.17
Accrued Payroll Taxes	2,020.07	2,461.43	-	-	4,481.50
Accounts Payable	18,445.32	43,571.61	-	-	62,016.93
Due To Other Funds	179,515.59	78,435.36	-	-	257,950.95
<u>Total Liabilities</u>	<u>215,272.77</u>	<u>156,643.78</u>	<u>-</u>	<u>-</u>	<u>371,916.55</u>
<u>Fund Equity</u>					
Fund Balances:					
Unreserved - Undesignated	946,105.89	480,976.75	246,040.29	243.92	1,673,366.85
<u>Total Fund Equity</u>	<u>946,105.89</u>	<u>480,976.75</u>	<u>246,040.29</u>	<u>243.92</u>	<u>1,673,366.85</u>
<u>Total Liabilities & Fund Equity</u>	<u>\$ 1,161,378.66</u>	<u>\$ 637,620.53</u>	<u>\$ 246,040.29</u>	<u>\$ 243.92</u>	<u>\$ 2,045,283.40</u>

The notes are an integral part of the statements.

Township of Armada
Governmental Funds
Reconciliation of Fund Balances to the
Statement of Net Assets (Deficit)
For The Year Ended March 31, 2008

Total Fund Balances for Governmental Funds & Equipment Fund	\$ 1,673,366.85
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Amounts reported for governmental activities in the statement of
net assets (deficit) are different because:

Capital Assets used in Governmental Activities are not financial resources and are not reported in the Funds	<u>1,679,873.83</u>
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Net Assets of Governmental Activities	<u><u>\$ 3,353,240.68</u></u>
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The notes are an integral part of the statements.

Township of Armada
Statement of Revenues, Expenditures
And Changes in Fund Balances
Governmental Funds
For The Year Ended March 31, 2008

	General Fund	Fire Fund	Improvement Revolving Fund	Skate Park Fund	Total Governmental Funds
<u>Revenues</u>					
Property Taxes	\$ 176,839.96	\$ 327,858.31	\$ -	\$ -	\$ 504,698.27
Intergovernmental Revenues	256,752.88	-	-	-	256,752.88
Charges for Services	26,512.75	204,093.51	-	-	230,606.26
Grant Proceeds	28,535.56	64,719.30	-	-	93,254.86
Interest Earnings	37,074.99	14,082.65	1,999.25	0.88	53,157.77
Other Revenues	11,348.68	4,113.34	-	-	15,462.02
<u>Total Revenues</u>	<u>537,064.82</u>	<u>614,867.11</u>	<u>1,999.25</u>	<u>0.88</u>	<u>1,153,932.06</u>
<u>Expenditures</u>					
General Government	264,776.07	-	-	-	264,776.07
Public Safety	131,134.38	382,890.64	-	-	514,025.02
Public Works	33,227.65	-	-	-	33,227.65
Recreation & Culture	67,577.90	-	-	-	67,577.90
Capital Outlay	69,212.30	432,680.86	-	-	501,893.16
<u>Total Expenditures</u>	<u>565,928.30</u>	<u>815,571.50</u>	<u>-</u>	<u>-</u>	<u>1,381,499.80</u>
<u>Excess of Revenues Over (Under) Expenditures</u>	(28,863.48)	(200,704.39)	1,999.25	0.88	(227,567.74)
<u>Other Financing Sources (Uses)</u>					
Transfers In (Out)	-	-	-	-	-
<u>Net Change in Fund Balances</u>	(28,863.48)	(200,704.39)	1,999.25	0.88	(227,567.74)
<u>Fund Balances - Beginning of Year</u>	974,969.37	681,681.14	244,041.04	243.04	1,900,934.59
<u>Fund Balances - End of Year</u>	<u>\$ 946,105.89</u>	<u>\$ 480,976.75</u>	<u>\$ 246,040.29</u>	<u>\$ 243.92</u>	<u>\$ 1,673,366.85</u>

The notes are an integral part of the statements.

Township of Armada
Governmental Funds
Reconciliation of Statement of Revenues, Expenditures,
and Changes in Fund Balances of Governmental Funds
to the Statement of Activities
For The Year Ended March 31, 2008

Net Change in Fund Balances - Total Governmental Funds & Equipment Fund \$ (227,567.74)

Amounts reported for Governmental Activities in the Statement of
Activities are different because:

Governmental Funds report Capital Outlays as Expenditures;
in the Statement of Activities, these costs are capitalized and
allocated over their estimated useful lives as Depreciation 501,893.16

Depreciation is an Expenditure for the Statement of
Activities, but is not reported in the Governmental Funds (114,997.39)

Change in Net Assets of Governmental Activities \$ 159,328.03

Township of Armada
Notes to the Financial Statements
For The Year Ended March 31, 2008

The accounting methods and procedures adopted by the Township of Armada, Macomb County, Michigan, conform to generally accepted accounting principles as applied to governmental entities. The following notes to the financial statements are an integral part of the Township's Comprehensive Annual Financial Report.

1. Summary of Significant Accounting Policies

Financial Reporting Entity

The Township of Armada was incorporated under the laws of the State of Michigan and operates as a General Law Township, with a Township Board form of government. As required by generally accepted accounting principles, the financial statements of the reporting entity include those of the Township of Armada (the primary government) and its component units. There are no component units to be included in these financial statements as defined by generally accepted accounting principles..

Government-wide and Fund Statements Fund

The Government-wide Financial Statements (i.e., the Statement of Net Assets (Deficit) and the Statement of Activities) report information on all the nonfiduciary activities of the Township (the primary government). The effect of interfund activity has been removed from these statements. Governmental activities, normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. Likewise, the primary government is reported separately from certain legally separate component units for which the primary government is financially accountable.

The statement of activities demonstrates the degree to which the direct expenses of a given function (governmental activities) or identifiable activity (business-type activities) are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or activity. Program revenues include: (1) charges to customers or applicants who purchase, use or directly benefit from goods, services, or privileges provided by a given function or activity; and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or activity. Taxes and other revenue items properly excluded from program revenues are reported as general revenue.

Separate financial statements are provided for governmental funds, and fiduciary funds, even though the latter are excluded from the Government-wide Financial Statements. Major individual governmental funds are reported as separate columns in the fund financial statements.

The Township reports the following major governmental funds:

General Fund - The General Fund is the Township's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

Fire Fund – The Fire Fund accounts for the Township's fire operating activity.

Improvement Revolving Fund – The Improvement Revolving Fund accounts for the funding of significant improvement projects.

Skate Park Fund – The Skate Park Fund accounts for the funding for the future construction of a skate park.

Additionally, the Township reports the following fund types:

Trust & Agency Fund - The Trust & Agency Funds account for assets held by the Township in a trustee capacity or as an agent for individuals, organizations, or other governments.

Township of Armada
Notes to the Financial Statements
For The Year Ended March 31, 2008

Measurement Focus and Basis of Accounting

The Government-wide Financial Statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental Fund Financial Statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized in the accounting period in which they become susceptible to accrual - that is, when they become both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period, generally collected within 60 days of the end of the current fiscal period. Revenues susceptible to accrual include property taxes, intergovernmental revenues, special assessments, licenses, charges for services, and interest. All other revenue items are considered to be available only when cash is received by the Township. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, and claims and judgments are recorded only when payment is due.

Cash - The Township does not pool cash resources of its various funds to facilitate the management of cash. Cash applicable to a particular fund is readily identifiable. The balance in the cash accounts is available to meet current operating requirements. Cash in excess of current requirements is invested in various interest-bearing securities and disclosed as part of the Township's investments.

Investments - Debt securities are valued at cost since it is generally the policy of the Township to hold such investments until they mature.

Due to and Due From Other Funds - Interfund receivables and payables arise from interfund transactions and are recorded by all funds affected in the period in which transactions are executed. Any residual balances outstanding between the governmental activities and the business-type activities are reported in the government-wide financial statements as "internal balances."

Property Tax Revenues - Property taxes are levied on December 1 based on the assessed value of property as listed on the previous December 31. Assessed values are an approximation of market value. A revaluation of all real property must be made every year.

Vacation, Sick Leave, & Other Compensated Absences - The Township does not have any contracts or agreements with its employees or elected officials which require the payment of compensation during absence from duty nor do any such benefits vest to the right of the employee or elected official.

Capital Assets - Capital assets, which include buildings and equipment, are reported in the applicable governmental column in the Government-wide Financial Statements. Capital assets are defined by the Township as assets with an initial individual cost of more than \$1,000 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

Capital assets are depreciated using the straight-line method over the following useful lives:

Infrastructure	40 years
Buildings & Building Improvements	20 to 40 years
Machinery & Equipment	3 to 20 years

Township of Armada
Notes to the Financial Statements
For The Year Ended March 31, 2008

Long-Term Obligations - In the Government-wide Financial Statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund statement of net assets. Bond premiums and discounts, issuance costs, and the deferred amount on refunding are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount and deferred amount on refunding. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt.

In the fund financial statements, governmental fund types recognize bond premiums and discounts, as well as bond issuance costs during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts are reported as other financing uses. Issuance costs are reported as debt service expenditures.

Fund Equity - In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates.

Accounting Changes

GASB Statement No. 34 – Effective April 1, 2004, the Township implemented the provisions of Governmental Accounting Standards Board Statement No. 34, *Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments* (GASB No. 34). Changes to the Township's financial statements as a result of GASB No. 34 are as follows:

- A management's discussion and analysis (MD&A) section providing analysis of the Township's overall financial position and results of operations has been included.
- Government-wide Financial Statements (statement of net assets (deficit) and statement of activities) prepared using full accrual accounting for all of the Township's activities have been provided.
- Capital assets in the governmental activities column of the statement of net assets (deficit) includes assets not previously accounted for by the Township as well as assets previously reported in the General Fixed Assets Account Group. In addition, the governmental activities column includes bonds and other long-term obligations previously reported in the General Long-term Debt Account Group.
- The fund financial statements focus on major funds rather than fund types.

Township of Armada
Notes to the Financial Statements
For The Year Ended March 31, 2008

2. Stewardship, Compliance, and Accountability

Budgetary Information

The Township is legally subject to the budgetary control requirements of State of Michigan P.A. 621 of 1978 (the Uniform Budgeting Act). The following statements represent a brief synopsis of the major provisions of this Act:

1. Budgets must be adopted for the General Fund and Special Revenue Funds.
2. The budgets must be balanced. The balanced budget may include a contribution to or appropriation from fund balance.
3. The budgets must be amended when necessary.
4. Debt cannot be entered into unless permitted by law.
5. Expenditures cannot exceed budget appropriations.
6. Expenditures cannot be made unless authorized in the budget.
7. Public hearings must be held before budget adoptions.

In the body of the financial statements, the Township actual expenditures and budgeted expenditures for the budgetary funds have been shown on a functional basis. The budget is used by the Township Board as a management tool during the year for all budgetary funds. The budgets are adopted on a cash basis, which is not consistent with generally accepted accounting principles. Budgetary control is exercised at the departmental level. Budgets for the General Fund and the Special Revenue Funds are presented in the required supplemental information.

During the year ended March 31, 2008, the Township incurred expenditures in certain budgetary funds which were in excess of the amounts appropriated, as follows:

	<u>Total Appropriations</u>	<u>Amount of Expenditures</u>	<u>Budget Variance</u>
NONE			

Township of Armada
Notes to the Financial Statements
For The Year Ended March 31, 2008

State Construction Code Act – The Township tracks the results of building department operations in the General Fund. In accordance with Michigan Public Act 245 of 1999, the Township is required to maintain an accounting system that separately accumulated revenues and expenditures related to the building department function. As required under the provision of the Act, the Township adopted this accounting treatment effective January 1, 2000. The results of building department operations for the year ended March 31, 2008 are as follows:

Accumulated Expenditures over Revenues - April 1, 2007	\$ (47,244)
Current Year Building Permit Revenue	\$ 17,740
Current Year Expenditures	<u>41,884</u>
Current Year Excess of Expenditures over Revenue	<u>(24,144)</u>
Accumulated Expenditures over Revenues - March 31, 2008	<u><u>\$ (71,388)</u></u>

3. Deposits and Investments

Michigan Compiled Laws, Section 129.91, authorizes the Local Unit to deposit and invest in the accounts of Federally insured banks, credit unions, and savings and loan associations which have an office in Michigan. The local unit is allowed to invest in bonds, securities and other direct obligations of the United States, or any agency or instrumentality of the United States; United States government or Federal agency obligation repurchase agreements; bankers' acceptance of United States banks; commercial paper rated within the two highest classifications which mature not more than 270 days after the date of purchase; obligations of the State of Michigan or its political subdivisions which are rated investment grade; and mutual funds composed of investment vehicles which are legal for direct investment by local units of government in Michigan.

The Township Board has designated five banks for the deposit of Township funds. The investment policy adopted by the Board was in accordance with Public Act 196 of 1997. The Board has authorized investment in bank accounts and CDs, but not the remainder of State statutory authority as listed above. The Township's deposits are in accordance with statutory authority. All cash deposits and investments of the Township are held by the Township in the Township's name.

At year end, the deposits and investments were reported in the basic financial statements in the following categories:

	<u>Governmental Activities</u>	<u>Fiduciary Funds</u>	<u>Total Primary Government</u>
Cash & Cash Equivalents	<u>\$ 1,655,951</u>	<u>\$ 296,483</u>	<u>\$ 1,952,434</u>

The breakdown between deposits and investments is as follows:

	<u>Primary Government</u>
Bank Deposits (Checking & Savings Accounts, CDs)	<u>\$ 1,952,434</u>

The bank balance of the primary government's deposits is \$1,952,434, of which \$410,668 is covered by federal depository insurance and \$-0- is collateralized with U.S. Treasury securities held by the pledging financial institution's trust department in the Township's name.

Township of Armada
Notes to the Financial Statements
For The Year Ended March 31, 2008

Custodial Credit Risk of Bank Deposits

Custodial credit risk is the risk that in the event of a bank failure, the Township's deposits may not be returned to it. The Township does not have a deposit policy for custodial credit risk. At year end, the Township had approximately \$1,541,766 of bank deposits (certificates of deposit, checking, and savings accounts) that were uninsured and uncollateralized. The Township believes that due to the dollar amounts of cash deposits and the limits of FDIC insurance, it is impractical to insure all deposits. As a result, the Township evaluates each financial institution with which it deposits funds and assesses the level of risk of each institution; only those institutions with an acceptable estimated risk level are used as depositories.

Credit Risk

State law limits investments in commercial paper to the top two ratings issued by nationally recognized statistical rating organizations. The Township's investment policy does not further limit its investment choices.

At year end, there were no investments reported in the basic financial statements.

4. Capital Assets

Capital assets activity of the Township's governmental activities was as follows:

	<u>Balance</u> <u>April 1, 2007</u>	<u>Additions</u>	<u>Disposals &</u> <u>Adjustments</u>	<u>Balance</u> <u>March 31, 2008</u>
Governmental Activities:				
Capital Assets Not Being Depreciated				
Land	\$ 285,349	\$ -	\$ -	\$ 285,349
Capital Assets Being Depreciated:				
Buildings & Improvements	\$ 1,153,059	\$ 501,893	\$ -	\$ 1,654,952
Machinery & Equipment	2,092,151	-	-	2,092,151
Office Furnishings	33,630	-	-	33,630
Subtotal	3,278,840	501,893	-	3,780,733
Accumulated Depreciation:				
Buildings & Improvements	643,269	33,646	-	676,915
Machinery & Equipment	1,605,066	79,304	-	1,684,370
Office Furnishings	22,876	2,047	-	24,923
Subtotal	2,271,211	114,997	-	2,386,208
Net Capital Assets Being Depreciated	\$ 1,007,629	\$ 386,896	\$ -	\$ 1,394,525
Net Capital Assets	<u>\$ 1,292,978</u>	<u>\$ 386,896</u>	<u>\$ -</u>	<u>\$ 1,679,874</u>

Depreciation expense was charged to programs of the primary government as follows:

Governmental Activities:	
General Government	\$ 14,244
Public Safety	91,526
Public Works	4,396
Recreation & Culture	4,831
Total Governmental Activities	<u>\$ 114,997</u>

Township of Armada
Notes to the Financial Statements
For The Year Ended March 31, 2008

5. Interfund Receivables, Payables, & Transfers

During the course of operations, numerous transactions occur between individual funds for goods provided or services rendered. These receivables and payables are classified as “Due from other funds” or “Due to other funds” on the balance sheet. The amounts of interfund receivables and payables are as follows:

	<u>Due From Other Funds</u>		<u>Due To Other Funds</u>
General Fund	\$ 2,285	Current Tax Fund	\$ 2,285
General Fund	78,435	Fire Fund	78,435
General Fund	7,147	Trust & Agency Fund	7,147
Improvement Revolving Fund	<u>179,516</u>	General Fund	<u>179,516</u>
Total	<u><u>\$ 267,383</u></u>		<u><u>\$ 267,383</u></u>

The balance owing from the Fire Fund to the General Fund includes a loan made for a new fire engine in the fiscal year ended March 31, 2004.

The balance owing from the General Fund to the Improvement Revolving Fund resulted from a loan made for the purchase of land in the fiscal year ended March 31, 2003.

6. Deficit Fund Balance or Retained Earnings Balances of Individual Funds

None

7. Risk Management

The Township is exposed to various risks of loss related to property loss, torts, errors and omissions, employee injuries, as well as medical and workman’s compensation benefits provided to employees. The Township has purchased commercial insurance for the various risks of loss stated above.

Settled claims for the commercial insurance have not exceeded the amount of coverage in any of the past three years. There was no reduction in coverage’s obtained through commercial insurance during the past year.

Required Supplemental Information

Township of Armada
Statement of Net Assets (Deficit)
Fiduciary Funds
March 31, 2008

	Fiduciary Fund Types			
	Agency Funds			
	Trust & Agency Fund	Library Fund	Current Tax Collection Fund	Totals March 31, 2008
<u>Assets</u>				
Cash - Savings & Certificates	\$ 60,828.21	\$ 233,370.55	\$ 2,283.82	\$ 296,482.58
Due From General Fund	-	-	-	-
Due From Others	-	18,117.18	-	18,117.18
<u>Total Assets</u>	<u>\$ 60,828.21</u>	<u>\$ 251,487.73</u>	<u>\$ 2,283.82</u>	<u>\$ 314,599.76</u>
<u>Liabilities & Fund Balance</u>				
<u>Liabilities</u>				
Due To General Fund	\$ 7,147.03	\$ -	\$ 2,283.82	\$ 9,430.85
Due To Others	53,681.18	251,487.72	-	305,168.90
<u>Total Liabilities</u>	<u>60,828.21</u>	<u>251,487.72</u>	<u>2,283.82</u>	<u>314,599.75</u>
<u>Fund Balances</u>				
Unreserved & Undesignated	-	-	-	-
<u>Total Fund Balances</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Total Liabilities & Fund Balances</u>	<u>\$ 60,828.21</u>	<u>\$ 251,487.72</u>	<u>\$ 2,283.82</u>	<u>\$ 314,599.75</u>

The notes are an integral part of the statements.

Township of Armada
Required Supplemental Information
Budgetary Comparison Schedule
General Fund
For The Year Ended March 31, 2008

	General Fund			
	Original	Amended		Variance with
<u>Revenues</u>	<u>Budget</u>	<u>Budget</u>	<u>Actual</u>	<u>Amended Budget</u>
Property Taxes	\$ 167,649.44	\$ 167,649.44	\$ 176,839.96	\$ 9,190.52
State Shared Revenues	213,200.00	213,200.00	256,752.88	43,552.88
Charges for Services	68,390.00	68,390.00	26,512.75	(41,877.25)
Grant Proceeds	41,497.00	41,497.00	28,535.56	(12,961.44)
Interest Earnings	8,000.00	8,000.00	37,074.99	29,074.99
Other Revenues	7,000.00	7,000.00	11,348.68	4,348.68
<u>Total Revenues</u>	<u>505,736.44</u>	<u>505,736.44</u>	<u>537,064.82</u>	<u>31,328.38</u>
<u>Expenditures</u>				
General Government				
Township Board	91,620.00	92,220.00	75,041.56	17,178.44
Supervisor	29,520.20	29,520.20	28,437.81	1,082.39
Elections	14,850.00	14,850.00	8,650.52	6,199.48
Assessor	44,250.00	44,250.00	38,374.33	5,875.67
Professional Services	47,000.00	47,000.00	18,291.67	28,708.33
Clerk	43,863.00	43,863.00	43,678.91	184.09
Board of Review	2,093.00	2,093.00	1,569.44	523.56
Treasurer	31,550.00	31,550.00	30,434.79	1,115.21
Township Hall Expense	91,800.00	91,800.00	18,755.04	73,044.96
Cemetery Maintenance	4,000.00	4,000.00	1,542.00	2,458.00
<u>Total General Government</u>	<u>400,546.20</u>	<u>401,146.20</u>	<u>264,776.07</u>	<u>136,370.13</u>
Public Safety				
Code Enforcement	6,883.00	9,208.00	7,615.42	1,592.58
Protective Inspections	60,471.60	60,471.60	41,884.98	18,586.62
Planning & Zoning	55,957.00	53,632.00	45,568.90	8,063.10
Refuse Collection	45,010.60	45,010.60	36,065.08	8,945.52
<u>Total Public Safety</u>	<u>168,322.20</u>	<u>168,322.20</u>	<u>131,134.38</u>	<u>37,187.82</u>
Public Works				
Road Maintenance	37,000.00	37,000.00	22,380.00	14,620.00
Engineering	25,000.00	25,000.00	10,847.65	14,152.35
<u>Total Public Works</u>	<u>62,000.00</u>	<u>62,000.00</u>	<u>33,227.65</u>	<u>28,772.35</u>
Recreation & Culture	<u>87,648.00</u>	<u>87,648.00</u>	<u>67,577.90</u>	<u>20,070.10</u>
Capital Outlay	<u>77,000.00</u>	<u>76,400.00</u>	<u>69,212.30</u>	<u>7,187.70</u>
<u>Total Expenditures</u>	<u>795,516.40</u>	<u>795,516.40</u>	<u>565,928.30</u>	<u>229,588.10</u>
Excess of Revenues Over				
(Under) Expenditures	(289,779.96)	(289,779.96)	(28,863.48)	260,916.48
<u>Other Financing Sources (Uses)</u>				
Operating Transfers In (Out)	-	-	-	-
Excess of Revenues & Operating Transfers In Over				
(Under) Expenditures & Operating Transfers Out	(289,779.96)	(289,779.96)	(28,863.48)	260,916.48
<u>Fund Balance - Beginning of Year</u>	<u>974,969.37</u>	<u>974,969.37</u>	<u>974,969.37</u>	<u>-</u>
<u>Fund Balance - End of Year</u>	<u>\$ 685,189.41</u>	<u>\$ 685,189.41</u>	<u>\$ 946,105.89</u>	<u>\$ 260,916.48</u>

Township of Armada
Required Supplemental Information
Budgetary Comparison Schedule
Fire Fund
For The Year Ended March 31, 2008

	Original Budget	Amended Budget	Actual	Variance with Amended Budget
<u>Revenues</u>				
Property Taxes	\$ 307,728.94	\$ 307,728.94	\$ 327,858.31	\$ 20,129.37
Charges For Services	140,500.00	140,500.00	204,093.51	63,593.51
Grant Proceeds	104,800.00	104,800.00	64,719.30	(40,080.70)
Interest Earnings	1,800.00	1,800.00	14,082.65	12,282.65
Other Revenues	2,500.00	2,500.00	4,113.34	1,613.34
<u>Total Revenues</u>	<u>557,328.94</u>	<u>557,328.94</u>	<u>614,867.11</u>	<u>57,538.17</u>
<u>Expenditures</u>				
Public Safety - Fire Department	299,251.00	299,251.00	251,366.09	47,884.91
Public Safety - Ambulance Services	148,350.00	148,350.00	131,524.55	16,825.45
Capital Outlay	177,300.00	463,366.00	432,680.86	30,685.14
<u>Total Expenditures</u>	<u>624,901.00</u>	<u>910,967.00</u>	<u>815,571.50</u>	<u>95,395.50</u>
<u>Excess of Revenues Over (Under) Expenditures</u>	<u>(67,572.06)</u>	<u>(353,638.06)</u>	<u>(200,704.39)</u>	<u>152,933.67</u>
<u>Other Financing Sources</u>				
Operating Transfers In (Out)	-	-	-	-
<u>Excess of Revenues & Other Sources Over (Under) Expenditures & Other Uses</u>	<u>(67,572.06)</u>	<u>(353,638.06)</u>	<u>(200,704.39)</u>	<u>152,933.67</u>
<u>Fund Balance - Beginning of Year</u>	<u>681,681.14</u>	<u>395,615.14</u>	<u>681,681.14</u>	<u>286,066.00</u>
<u>Fund Balance - End of Year</u>	<u>\$ 614,109.08</u>	<u>\$ 41,977.08</u>	<u>\$ 480,976.75</u>	<u>\$ 438,999.67</u>

Township of Armada
Required Supplemental Information
Budgetary Comparison Schedule
Improvement Revolving Fund
For The Year Ended March 31, 2008

	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Actual</u>	<u>Variance with Amended Budget</u>
<u>Revenues</u>				
Interest Earnings	\$ 1,500.00	\$ 1,500.00	\$ 1,999.25	\$ 499.25
<u>Total Revenues</u>	<u>1,500.00</u>	<u>1,500.00</u>	<u>1,999.25</u>	<u>499.25</u>
<u>Expenditures</u>				
Miscellaneous	-	-	-	-
<u>Total Expenditures</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Excess of Revenues Over (Under) Expenditures</u>	1,500.00	1,500.00	1,999.25	499.25
<u>Other Financing Sources</u>				
Operating Transfers In (Out)	-	-	-	-
<u>Excess of Revenues & Other Sources Over (Under) Expenditures & Other Uses</u>	1,500.00	1,500.00	1,999.25	499.25
<u>Fund Balance - Beginning of Year</u>	<u>-</u>	<u>-</u>	<u>244,041.04</u>	<u>244,041.04</u>
<u>Fund Balance - End of Year</u>	<u>\$ 1,500.00</u>	<u>\$ 1,500.00</u>	<u>\$ 246,040.29</u>	<u>\$ 244,540.29</u>

Township of Armada
Required Supplemental Information
Budgetary Comparison Schedule
Skate Park Fund
For The Year Ended March 31, 2008

	<u>Original Budget</u>	<u>Amended Budget</u>	<u>Actual</u>	<u>Variance with Amended Budget</u>
<u>Revenues</u>				
Interest	\$ 2.36	\$ 3.00	\$ 0.88	\$ (2.12)
<u>Total Revenues</u>	<u>2.36</u>	<u>3.00</u>	<u>0.88</u>	<u>(2.12)</u>
<u>Expenditures</u>				
Miscellaneous	-	-	-	-
<u>Total Expenditures</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>Excess of Revenues Over (Under) Expenditures</u>	2.36	3.00	0.88	(2.12)
<u>Other Financing Sources</u>				
Operating Transfers In (Out)	-	-	-	-
<u>Excess of Revenues & Other Sources Over (Under) Expenditures & Other Uses</u>	2.36	3.00	0.88	(2.12)
<u>Fund Balance - Beginning of Year</u>	<u>-</u>	<u>-</u>	<u>243.04</u>	<u>243.04</u>
<u>Fund Balance - End of Year</u>	<u>\$ 2.36</u>	<u>\$ 3.00</u>	<u>\$ 243.92</u>	<u>\$ 240.92</u>

LEHN L. KING
CERTIFIED PUBLIC ACCOUNTANT

3531 MAIN STREET
MARLETTE, MICHIGAN 48453

Phone 989-635-3113
Fax 989-635-5580

June 17, 2008

Armada Township
23121 East Main Street PO Box 578
Armada, Michigan 48005

Members of the Board:

I have audited the financial statements of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the Township of Armada for the year ended March 31, 2008, and have issued my report thereon dated June 17, 2008. Professional standards require that I provide you with the following information related to my audit.

My Responsibility under U.S. Generally Accepted Auditing Standards

As stated in my engagement letter dated October 10, 2006, my responsibility, as described by professional standards, is to express opinions about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. My audit of the financial statements does not relieve you or management of your responsibilities.

Planned Scope and Timing of the Audit

I performed the audit according to the planned scope and timing previously communicated to you.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of my engagement letter, I will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the Township of Armada are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ending March 31, 2008. I noted no transactions entered into by the governmental unit during the year for which there is a lack of authoritative guidance or consensus. There are no significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

Difficulties Encountered in Performing the Audit

I encountered no significant difficulties in dealing with management in performing and completing my audit.

Audit Adjustments (Corrected and Uncorrected Misstatements)

Professional standards require me to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to my satisfaction, that could be significant to the financial statements or the auditor's report. I am pleased to report that no such disagreements arose during the course of my audit.

Management Representations

I have requested certain representations from management that are included in the management representation letter dated June 17, 2008.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the governmental unit's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, professional standards require the consulting accountant to check with me to determine that the consultant has all the relevant facts. To my knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

I generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the governmental unit's auditors. However, these discussions occurred in the normal course of my professional relationship and my responses were not a condition to my retention.

Communication of Significant Deficiencies and Material Weaknesses

In planning and performing my audit of the financial statements, as of and for the year ended March 31, 2008, in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, I considered the Township of Armada's internal control over financial reporting (internal control) as a basis for designing my auditing procedures for the purpose of expressing my opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the governmental unit's internal control. Accordingly, I do not express an opinion on the effectiveness of the governmental unit's internal control.

My consideration of internal control was for the limited purpose described in the preceding paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses. However, as discussed below, I identified certain deficiencies in internal control that I consider to be significant deficiencies and other deficiencies that I consider to be material weaknesses.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A significant deficiency is a control deficiency, or a combination of control deficiencies, that adversely affects the entity's ability to initiate, authorize, record, process or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the entity's financial statements that is more than inconsequential will not be prevented or detected by the entity's internal control. I considered the following deficiencies to be significant deficiencies in internal control:

Preparation of Financial Statements - Management prepares internal financial information to assess operations and the financial position of the Township of Armada on an ongoing basis. Although the internal financial information is sufficient to operate the Township, it is not presented in accordance with generally accepted accounting principles. The Township contracts with me, the auditor, to draft the financial statements, including all necessary notes, in accordance with generally accepted accounting principles, since it does not retain staffing that currently have the expertise. I believe this meets the definition of a material weakness under *Statement on Auditing Standards 112*.

A material weakness is a significant deficiency, or a combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the entity's internal control. The AICPA Auditing Standards Board issued Statements on Audit Standards (SAS) 112 which establishes standards and provides guidance on communicating matters related to an entity's internal control over financial reporting and is effective for periods ending after December 15, 2006. According to SAS 112, it is considered to be a control deficiency if a client I am auditing has ineffective controls over the preparation of their financial statements such that client controls are absent or controls are not effective in preventing or detecting material misstatements in the preparation of the financial statements, including the related footnotes.

Accrual Adjustments – During the audit, I generally provide significant assistance in identifying and posting accrual adjustments to the accounting records. Accruals represent any adjustments other than cash that impact the accounting records. I bring this to your attention since it meets the above definition on a matter to be communicated.

Segregation of Duties - The relative size of the Township of Armada limits the extent to which the officials can segregate duties and responsibilities which impairs the basic premise that no one individual should have access to both the physical assets and the related accounting records (or all recording tasks of a transaction from inception to completion).

The Township has implemented mitigating controls to strengthen internal controls and the segregation of duties; however, it must be recognized that the risk of intentional or unintentional errors could be made and not detected in a timely manner.

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the Armada Township's internal control.

My consideration of the internal control over financial reporting was for the limited purpose described in the first paragraph of this section and would not necessarily identify all deficiencies in the internal control that might be significant deficiencies and, accordingly, would not necessarily disclose all significant deficiencies that are also considered to be material weaknesses. However, I believe the significant deficiencies described above to be material weaknesses.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Armada Township's financial statements are free of material misstatement, I performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, I do not express such an opinion. The results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

During the course of my examination, a certain item came to my attention on which I would like to comment and offer my recommendations.

- 1) All agreements entered into by the Township should be evidenced by a signed and dated contract.

This report is intended solely for the information and use of management, the Board of the Township of Armada, and Federal and State agencies and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,

Lehn King

Lehn L. King
Certified Public Accountant